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ABSTRACT

A proposed reorganization plan for the J. Murrey Atkins Library of the University of North Carolina at Charlotte would organize the library in the collegial mold with two departments, Public Services and Technical Services. Within each department, librarians would form a faculty with emphasis on participatory management. Decisions involving the activities of particular library units would be made with the participation of the support staff working in that area. To implement this scheme, a three- to twelve-month period of analysis and experimentation would be conducted with staff members other than department heads acting as coordinators for reorganization. Through training sessions, staff members would develop needed skills in management techniques, communication, and decision-making. Detailed recommendations for implementing the scheme are included. (Author/PF)

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ED114062

REPORT ON THE

"PROPOSED LIBRARY REORGANIZATION"

SUBMITTED BY THE

SUBCOMMITTEE TO CONSIDER REORGANIZATION,

A

JOINT COMMITTEE OF THE EXECUTIVE COMMITTEES

OF THE

LIBRARY FACULTY AND SUPPORT EMPLOYEES ASSOCIATION

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U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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September, 1975

IR002686

UNCC

J. Murrey Atkins Library
memorandum

To: Library Faculty & Executive Committee Members of SEA

From: Joseph F. Boykin, Jr.

Date: June 25, 1975

Attached is a proposed library reorganization idea I am submitting to you for your review and discussion. I will be arranging meetings for discussion of this idea around the middle of July. In the meantime, please give it your attention.

JFBJr/sbp

Proposed Library Reorganization

After giving consideration to the comments submitted to me concerning the organization of our technical services units, and after long discussions with others, both within and outside the Library, I am proposing a reorganization not only of technical services, but of the entire library structure.

The proposed library organization will be in the collegial mold with two departments, Public Services and Technical Services, making up the "college" (library). All Library staff members would be employed within one of these two departments. Technical Services would be composed of the present Acquisitions, Cataloging, and Serials departments, and the Automation unit. Public Services would include the Reference and Circulation Departments and the Special Collections unit. Each department would have as its chief leader and administrator a department chairman or chairwoman who would report to the Assistant Director. The method of selection of these individuals, and the terms of tenure in their position, should be extensively discussed.

Within each department the faculty members would form a departmental faculty with an emphasis on participatory management and equal sharing of responsibilities for realizing the goals and objectives developed by that department. Faculty members in a department could be viewed as senior and junior members, and while not necessairily having their specialities indicated in a title, could be recognized as being an "expert" in a particular area or function. A senior faculty member would give advice and training as necessary to junior members of the department. Faculty members would be expected to oversee a functional aspect of the department's responsibilities. For instance, a faculty member of the Technical Services Department might be assigned responsibility for the functional unit of searching. The participatory philisophy of the organization could be continued on down to operational levels so that decisions involving the activities of particular library units would be made with the participation of the support staff working in that area. Those most affected by an action or a decision would have the greatest opportunity for comment and involvement, but others affected to a lesser extent would also be assumed in-put into the decision process. The department as a whole would look to the member assigned a particular responsibility to oversee successful functioning of its operation, to keep the department informed, and to bring to the attention of the departmental faculty those matters of significance that need full discussion. Those matters that did not need full participation would be discussed with the chairman.

Not every function within the department need be assigned administratively to a faculty member other than the chairman. Circulation, for instance, may

continue to be assigned to a high level support staff member, but this person would report and confer with the chairman. However, major decisions regarding this function would be considered by the full department.

If the organization described herein is to be successfully adopted and implemented, a new attitude and perspective will be required of each faculty member. The purpose and scope of one's position and responsibilities will have to be viewed in a broader context. No longer will one be able to view their job as "X", and be unconcerned about "Y". Each will share the goals and objectives of the Library, and the department and everyone will have responsibility for meeting the demands for service.

Such an organizational system appears to have a number of advantages over a more traditional one. These include: a) an opportunity for each to view more broadly his or her role in meeting library objectives; b) more personal freedom in handling professional tasks and greater participation in management; c) a greater potential for accomplishing library work since administrative requirements would be held to a minimum (many responsibilities would be dispursed under this system, and administrators would be reduced from seven to four); d) greater delegation of responsibility to senior and mid-level support staff to meet their capabilities; e) better communication between units with related functions and a reduction in the number of groups and units with which communication is necessary; and f) more effective use of personnel.

While some may question the timing of this proposal, believing that no change should occur prior to the review under the Academic Library Development Program, I feel we should implement such a system now. After talking with Ed Holley and Mike Marchant, recognized experts and specialists in library organization, I believe we should restructure our operations now, and allow ALDP to test the resulting organization. Holley and Marchant both expressed the opinion that this could be a unique library organization, one with great possibilities, and one that should be tried. I agree with them and present the proposal to you for your consideration.

ACKNOWLEDGEMENTS

The committee would like to thank the members of the library staff who willingly gave their time and comments. With these statements, hopefully the committee was able to perceive accurately the wishes of the library staff. We would like also to express our appreciation to members of the University community who gave their time and thoughts.

GENERAL RECOMMENDATIONS

The Subcommittee to Consider Reorganization (SCR), composed of members of the Executive Committees of the Library Faculty and the Support Employees Association, received as its charge the study of "...the Director's proposal for a reorganization of the library structure..." with instructions "...that if the recommendation is in favor of such a reorganization, the committee provide suggestions and recommendations for development of the plan and for implementation of it."

In accord with the charge, the Committee recommends the acceptance of the reorganization of the library structure in the administrative mode suggested in the proposal. The Director's proposal suggests that the library be restructured into two departments: Technical Services and Public Services, and that the new administrative organization be collegial and participatory in nature. The committee's report is directed to that end. The Committee also recommends that formal recognition from the appropriate University administration be sought for the two departments.

The first recommendation is based upon the perceived desire of the library staff. The formal and informal communications from the staff to the SCR indicate the need for change, and the time is opportune. Further, the repetition of duties at various levels, the introduction of automated systems, and the desire of the library staff to be involved in decision-making are all factors which point to a necessity for reorganization.

A more complex problem than acceptance of the proposal was the second part of the committee's charge, drafting a method for implementation. The major portion of the remaining report focuses upon the question of implementation. The committee has worked within the general guidelines of the Director's recommendations and in the spirit of drafting a proposal that will work for the improvement of the library and effective use of personnel. We realize that there will not be an unquestioning acceptance of our proposals. We expect and welcome criticism and debate. However, we wish to state our fundamental belief that this document outlines a reorganization which, given the chance, will work. We believe it can work well.

When the committee began its deliberations, it faced the initial and surprisingly difficult task of deciding what questions it must answer. In order to give a "feel" for the basic problems with which we began our work, we have appended our initial list. With refinements and some basic definitions, it served as our "checklist." The questions posed are interrelated and to some extent overlapping, clearly illustrating the nature of the problems with which we have dealt.

1. What is the role of the chairperson, what qualities should this person possess and how should this person be selected?

2. What is the role of the library administration in the new structure?

3. How can five separate departments be unified into two departments?

4. How can a hierarchical mode of administration be effectively changed?

5. What is the role of the library faculty in the new organization?

6. What is the role of support staff in the new organization?

7. How are areas that encompass aspects of technical services and public services handled? How can their functions be effectively distributed and their service function maintained?

8. Could the Academic Library Development Program be used as a vehicle for reorganization?

9. What would be the relationship of the Library Faculty organization and the Support Employees Association (SEA) to the new structure?

10. How are attitudes changed?

11. How can cooperation be ensured between the departments?

12. Should open positions be filled?

13. What should be the timetable of implementation?

14. What methods can be applied to analysis of functions?

PART I: INTRODUCTION

Participative theory has taken two basic forms. The first, linked to the traditional hierarchical frame of organization, generally increases staff input--i.e., information upon which administration makes decisions--and provides feedback for evaluation of the effectiveness of decisions. In most, but not all instances, such systems are not fully participative since they draw only librarians into the decision-making process. A fully participative system will change dramatically the decision-making apparatus by enlarging the scope of participation to include all staff members. This report aims at implementation of the second scheme which includes all staff in consensus decision-making.

The past experiences in libraries indicate that to successfully implement a participative management system requires a fundamental shift in attitudes towards management and responsibility on the part of both administrators and staff. Administrators must administer decisions reached through the processes of consultation and consensus. Staff members are directly involved in the process of decision-making, especially in their areas of expertise. From all indications, because the knowledge and skills of the staff are utilized, the decisions are better. This contrasts with traditional hierarchical organizations in which administrators make decisions and employees carry them out. Hierarchical authority seems to have the advantages of quick decision-making and implementation. These advantages are illusory in nature; for they tend to cause employee resistance, and disatisfaction, and at times obstruction.

A caveat should be offered about participative management. Above all it is not a panacea which will cure our ills; for it requires a large amount of time and shifts in not only attitudes but behavior. It is not a majoritarian-parliamentary method of reaching decisions. A vote on every decision would mean that the majority opinion, not necessarily the best informed opinion, would be implemented. Participative management is not an anarchistic process within which decisions are made by individuals to satisfy their needs. Rather, it is a process wherein decisions are made by consensus to satisfy institutional goals and objectives. It requires that each of us develop new skills to cope with a new organization.

Motivation is the key to making a scheme of participative management work. Because motivation of the library staff has declined in the present organizational structure, this quality will have to be rekindled and nurtured.

From motivation come qualities such as a sense of accomplishment, mutual concern and involvement. Only by maintaining attitudes of openness and trust, a willingness to experiment, and sheer good will, can there be hope of changing the existing organization into the collegial and participatory system envisioned. There are no halfway houses, no places to stop along the way that represent the security of the familiar and the challenge of the new.

Attempts at participation do fail, but not because they are unworthy of the effort. A participatory program carefully designed and implemented leads to a high level of job satisfaction, effective organization, and effective problem-solving. Decisions in participative systems differ from those in hierarchical ones in a number of significant ways. Group decisions are not identified with single individuals since everyone has a part in the decision-making process, and therefore, feels an obligation and commitment to implementation. Most importantly, participants know in advance that the work they are doing will be the final decision, not just one opinion which may or may not be carried out. This has psychological benefits because everyone knows that the work being done really matters, and since it does, the participation and results are perforce more creative and imaginative. They are also more effective because the people who must implement them have a part in making them and therefore a stake in seeing their successful completion. However, it must also be recognized that not every decision requires a committee. There are certain decisions that individuals have a right and obligation to make, but they should not be formulated in a vacuum; rather, the advisory and consultive role of the staff should be utilized.

Participative management is not a new administrative "trick" to coopt employees. Rather, it is a means to allow consideration and recognition of the individual's role and importance. An organizational chart in the new scheme would demonstrate functional and communication relationships, not authority. In effect, eliminating the hierarchical structure will give individuals a more direct responsibility for their positions and provide more incentive to work in a creative and effective way. Responsibility for a functional area means recommending ways to change or improve these functions, not just doing a job. Neither the analysis of functions nor the decision-making process will be initiated solely by administrators.

Both library faculty and support staff will have equal input into organization and analysis of day-to-day library functions. Within the context of their individual positions, support staff will have more influence in this analysis simply because they know what the specific problems are. For instance, the person responsible for a check-in file would best understand problems involved in its maintenance and therefore, would have

more influence in the analysis. On the other hand, policy decisions involving long-range library goals and objectives would be more greatly influenced by librarians who, as the library faculty, have a specific role in relation to the library. They act within the context of their areas of bibliographic and administrative activity to influence the philosophy and policies of collection building and organization, and the provision of information services. For example, decisions to initiate spending on the Human Relations Area Files, to reorganize the classification and housing of technical reports, and to provide additional bibliographic services like SDI or classroom instruction will be mostly influenced by librarians. However, the "organic" relationship which exists in library operations will make it necessary to have mutual consultation and decision-making. When librarians consult support staff before making policy decisions, they will know what is feasible and how implementation might best be achieved.

An additional, less easily described function of librarians is the advisory-resource role. Roughly speaking, this is a part of the normal process of communication and consultation. Librarians ideally have a comprehensive view of the library's services because of their training and role as members of the library faculty, which is the policy-making and advisory body within the library. This perspective should be brought to bear when examining the problems of specific functional areas. Just as librarians must consult support staff when making policy decisions, support staff must also consult librarians when making procedural decisions since these can often affect policy.

PATTERNS OF COMMUNICATION

Both departments within the library should be looked upon as macro-functional areas, together serving the end of providing information services to the library's public. The chief distinction between the two is that technical services prepares the collection for use and public services facilitates its use. No practical difference exists between the long-range institutional goals of individuals or departments; but each contributes a different piece of the puzzle. The commonality of goals and objectives will enhance and facilitate inter-departmental communications.

Assigning responsibility by job function and dividing the library into two departments will open channels of communication throughout the library, creating better knowledge of how one's own job relates to total library operations, and making consultation within departments a daily routine. Formal and informal lines of communication will be developed. All library staff of whatever rank will serve the new organization best if they feel free to consult with any member of either department on problems of mutual

concern with the objective of reaching mutually acceptable solutions. Problems of concern to a number of people in one or both departments may require more formal consultation in the nature of meetings, committees and the like. In such a situation it is totally appropriate to call on a chairperson to organize such a meeting and chair it. It is not possible to make all details clear in the present document, but instruments such as agendas, position papers, surveys and the like are means of making fellow staff members aware of the nature of the problem to be dealt with.

The division of the library into two parts is largely a matter of operational convenience. In the envisioned organization, it is of paramount importance that no one feel that a "chain of command" exists, going up to the chairperson and administration and thence over and down to the other department. We can expect the development of informal lines of communication between functionally related areas which do not have formal connections--e.g., across departmental lines. This is logical in a participative scheme where problem-solving and decision-making are on-going processes conducted by involved staff members. Departmental meetings held at regular intervals will be a natural part of the communications process. This process of communication presupposes that there is open access to all information concerning library operations, since to achieve effective participation requires a knowledgeable staff. However, there are certain kinds of information which are confidential, such as documentation involved in personnel evaluations.

A major analysis of on-going library processes is an inherent part of a reorganization. Continual analysis will allow an effective assigning of responsibility by job function creating an orderly work flow and allowing the entire library staff to participate. Faculty and support employees should not be performing the same basic tasks. Therefore, all staff members will need to look closely at their activities, and librarians particularly will need to examine with a critical eye the tasks they perform. The line of demarcation between the librarian and other members of the staff cannot rest solely on the possession of the MLS.

PART II: INTERIM PERIOD

The analysis of the present organization and the experimentation with the new will last from three to twelve months. Since this type organization is so different from the present library structure, we recommend that an interim coordinator be selected for each department. Because librarians who are department heads have line authority in our hierarchical organization, administrator-subordinate relationships have developed. There has, nevertheless, been consultation and staff input in the process of decision-making, which will become the rule as we move to a participative scheme. The transitional period is an appropriate time to change the administrator-subordinate relationship. We must transform our basic interpersonal relationships in a more concrete way than just paying lip service to participation.

Authority, a basic psychological presence, is now vested in the position of department head and identified with staff members holding these positions. An effective way to overcome this identification of authority with individuals is to have the heads of department function as peers from the beginning of our reorganization. We recommend, therefore, that they not serve in the temporary position of department coordinator for reorganization. However, to insure that their experience be utilized, they will be relied on as key resource persons. A committee composed of the Assistant Director and department heads will, within a week of the acceptance of this report, recommend for appointment by the Director candidates for coordinator. Candidates will be selected from the library faculty and from the departments they will serve.

PROCEDURES FOR ANALYSIS

The objective analysis, recording, evaluation, and re-writing of all procedures and policies and the distribution and availability of this material for examination by all staff members involves a number of specific areas:

1. Job descriptions should be written on the basis of functional job analysis; and evaluated periodically to ensure that work is distributed appropriately and effectively according to level of the job. Functional analysis is not a process of justifying ex post facto what individuals do in their jobs. On the contrary, it is a process of scrutinizing activities and determining if these

activities are appropriate and conform to the level of competence for which individuals were employed. When completed, this analysis should provide for a re-distribution of activities to other persons or departments.

2. Work flow in any department involves mutual cooperation. The efficient distribution and division of work with the objectives of better use of personnel, effective setting of work priorities, and the achievement of departmental objectives must be empirically based. That is, work flow in each department must be charted with the intent of better organizing it.

3. Policy manuals should be written to communicate to the public and to the entire library staff the policies of various functional areas. All policies and understandings should be written and made available so that staff may consult them when needed. They should be reviewed and updated to correspond with changes in the library as well as academic community. A mechanism should be established to coordinate these policies and to encourage consistency.

4. Procedural manuals should be written in order to facilitate job training. Job training should be given by the individual previously in the position, those doing similar tasks or someone working in association with the new individual. There should be periodic review of the manual.

5. Goals and objectives must be formalized and procedures developed for re-evaluation of both. Goals and objectives must be established not only for the library as a whole but for each department.

6. Planning must be institutionalized as part of normal library procedures in order to cope with long-range personnel and service problems.

7. Evaluation processes should be part of the analysis of each function to measure effectiveness on a regular and continuing basis. These evaluation procedures are applied to specific jobs, but not to personnel evaluation.

ACQUISITION OF SKILLS

Staff members recognize that a critical problem for reorganization and implementation of participative management is the lack of necessary skills. When moving from a hierarchical to a participative scheme, it is no surprise that individuals find their previous methods of interaction with the organization outmoded. Thus, to design and implement the new organization effectively, it will be necessary to develop training sessions designed by persons with expertise to acquire the desired skills.

The Academic Library Development Program (ALDP) will play a major role in the acquisition of methodologies needed in the evaluation and analysis during the Interim Period. Moreover, these will be requisite in the continuing analysis and evaluation of the new organization. In addition to ALDP, it would be beneficial to tap the academic community in the continuing development of requisite skills. For example, use the Counseling Center for development of interpersonal communications patterns and group processes and contact the College of Business Administration to develop seminars of current management techniques. Therefore, it will be necessary to develop expertise in:

1. functional job analysis,
2. Management-by-Objectives (MBO),
3. consensus decision-making,
4. group dynamics and communication,
5. distribution of decision-making,
6. flow charting operations,
7. long-range planning,
8. problem-solving techniques, e.g., "brainstorming sessions."

Analysis must be objective in all cases and avoid remedies which placate individual desires but are detrimental to the organization. The most important attitude that can be brought to the analysis process is one of skepticism about everything done in the past. All policies, procedures, and spatial arrangements should be examined to maximize the chances of successful implementation of the system of participative management.

COORDINATOR OF REORGANIZATION

The coordinators will have a major role in the reorganization. Specific tasks which they will perform are:

1. routine operational administrative duties such as signing leave requests and time sheets, handling supply and equipment orders, departmental scheduling, distributing information within the departments, between departments, with the administration, and with ALDP.

2. guide the department through the reorganization by disseminating information; coordinate and chair regular meetings and skull sessions for problem-solving; initiate job analysis; develop time schedules for evaluation, analysis, and implementation of reorganization.

Qualities the coordinator should possess are:

1. capacity to mediate

2. ability to plan

3. ability to enhance constructive interaction among individuals

4. respect of library staff.

PROBLEMS AND PRINCIPALS OF REORGANIZATION

This section provides a general framework which the staff can use for organizational purposes. It examines some of the problems, and provides some tentative answers and a methodology for generating others. Distinguishing a technical service function from a public service function is a central issue for analysis and a corollary is determining what can be done with those which relate to both departments. The table below provides a breakdown of the present situation.

TABLE I

Technical Services	Tech-Public Services	Public Services
Monograph Cataloging	Government Documents	Reference
Monograph Acquisitions	Special Collections	Doc/Reference
Serials	Automation	Reserve Reading
	Caroliniana	Circulation

Under the existing organizational structure, it is possible to group most of our operations into either Technical or Public Services. These functions may be examined by using the procedures for analysis described above to determine if they can be better organized or if the work can be redistributed within the depart ment. Those functions which have both technical and public service aspects present a much more difficult situation. They should be analyzed with the aim of answering several questions:

1. Can the functions involved be divided between the two departments, and if so would the result be improved services and smoother operation of the departments?

2. Can they remain much as they are with no detriment to library services?

3. How should they logically relate to the department in which they are located if they still have both technical and public service functions?

It is clear from all documentation and testimony that the overwhelming body of opinion among the library staff is in favor of a functional organization. This report focuses on implementing reorganization on that basis, and also on providing a principle to apply to the functional organization. Classification schemes, subject cataloging and bibliographic services are usually based on the idea that knowledge can be broken down into subject fields. This concept fits nicely with the role of a university library in serving its public. The subject principle is that most favored by the academic community. In addition, most information requests are principally in a discipline and it follows that the librarian should be conversant with both the discipline and its bibliographic aspects. The application of the subject approach to our reorganization wherever possible and appropriate will allow us to achieve several objectives:

1. It will bridge the somewhat arbitrary line that our subdivision of the library into Technical and Public Services creates by establishing specialists in both areas who will work with each other.

2. It will allow for more effective liason with the library's public since responsibility for items in a subject area for technical and public services will be clearly delineated.

3. It is a principle upon which to base a future collection building function within the library.

PART III: RECOMMENDATIONS FOR IMPLEMENTATION

This final section outlines the SCR's recommendations for the implementation of its report. It includes basic recommendations for organization of the Technical Services and Public Services Departments; describes how the subject principle can be applied to both; discusses those tech-public service areas which need close examination and analysis to decide in which department they should be placed; and makes tentative proposals about the path of future growth for the two departments. It also includes the method for selection and role of the chairpersons, and the roles of the administrative officers, Library Faculty and the Support Employees Association (SEA).

TECHNICAL SERVICES

Serials, Monograph Acquisitions and Monograph Cataloging will be combined into a single department--Technical Services. To combine the three into a cohesive, cooperative and coordinated department will require a change from the existing structure.

Automated Services--For purposes of this discussion, Technical Services will also include the Automation Unit. Due to the library's rapid addition of automated systems and the prospect of new systems (e.g., SOLINET, circulation, BATAB, serials control and the like), a standing (Automated Services) committee should be established to study effects of present library automation and possible new services, and to advise the library on present and future needs. The library should have an automation coordinator who would be involved with all in-house computer operations and act as resource person to the departments. This person would also function as a liason with the Computer Center and would chair the Automated Services Committee. Automation has both technical service and public service functions and, therefore, the reorganization must bring both departments together when it is discussed.

The Acquisitions Function--Leonard M. Harrod in the Librarian's Glossary defines acquisitions work as "the work of book selection, ordering, obtaining by gifts and exchange, serials control, and rebinding," (p. 28) and an order department as "the department in the library which deals with the ordering and sometimes processing of books and periodicals." (p. 470) Because book selection is vested in the academic faculty, the library's acquisitions department can be more accurately labelled an order department.

The monograph acquisitions department has functioned without a department head for nearly seven months. The central issue is the role of the librarian in the acquisitions function. Is it basically administrative or bibliographic? Is ordering properly within the province of the librarian? Without the book (materials) selection component, is acquisitions work at Atkins Library professional? Without selection, are not the remaining acquisitions activities support functions? Are support staff and faculty performing the same basic duties with "problems" handed over to the librarians? If acquisitions work at Atkins Library is principally an ordering function might it not best be served if the business-related aspects, such as price quotation and publisher correspondence, were handled by support employees whose training lies in the business field?

The Cataloging Function--The reorganization of technical services, particularly cataloging, will be greatly influenced by the full implementation of SOLINET. The library's participation in SOLINET will reduce much of the cataloging now performed by librarians since the system would be too costly if the major portion of cataloging were not completed by support employees. SOLINET will require a full-time catalog maintenance person. Whether or not this position should be a faculty position will be determined by the activities and responsibilities required. What then, would be the role of the original catalogers in a technical services department?

A Proposed Organization--The major issue in organizing the Technical Services Department is whether there would be sufficient "professional" work for more than two acquisitions librarians, two original monograph catalogers, two original serials catalogers and an audiovisual cataloger. The answer is no. What then would be the role of librarians? Special projects such as reclassification, subject files and catalog cross-references would involve librarians at the initial phase; however, on-going work would be maintained by support employees and the projects would also be terminal.

One answer to these questions is an organizational plan shaped according to the principle of subject specialists. Librarians would coordinate the selection process with the reference bibliographers and the University faculty. They would also do original cataloging of all forms. The original cataloging of all materials--monographs, serials, and audiovisuals--will give the librarians an expanded knowledge of classification and of subject cataloging. Cataloging all materials in a subject area adds another dimension to their knowledge of the collection. Although there may be arguments against librarians becoming catalogers of all forms, the objections can be overcome. Based on current personnel, the library has available to it a serials expert and a monographs/av expert. These individuals may act as "resource" persons and advisors for

librarians learning to catalog a new form. The subject specialist concept would eradicate the acquisitions/cataloging demarcation within the new department of Technical Services and link it with Public Services. The subject specialists in both departments will find new areas in which to coordinate added services such as subject bibliographies, pathfinders, catalog information desk, approval plans and faculty SDI services.

PUBLIC SERVICES

Like Technical Services, the present functional areas should remain in Public Services during the period of reorganization. Analysis may indicate that they belong elsewhere. Some of the questions concerning Public Services which must be answered during the reorganization involve Technical Services. Notably, should the public and technical services aspects of Caroliniana, Special Collections and Government Documents be divided or should they be kept in Public Services? Other questions are principally public services related. Does Interlibrary Loan belong within the reference function or perhaps in the Circulation--Reserve Reading--Interlibrary Loan function? How can Circulation and Reserve Reading be brought into closer relationship with the reference function?

Reorganization of Reference within the Public Services area involves two basic concepts. In the future, reference service should be considered a unified function and subject specialization a goal to be achieved in the hiring of additional reference bibliographers and in the professional growth of present personnel. To provide a unified reference service means to remove the artificial division between Doc/Ref and regular reference. Whether it is best to do this by shifting personnel, the collection, or both should be tested in the process of examining functional areas and departmental work flow. At any rate, the objective should be to provide better utilization of the total reference collection through a unified service which breaks the duality of the present reference pattern.

Reserve Reading and Circulation presently demonstrate a high degree of independence vis a vis the other areas of Public Services. They are largely self-contained and autonomous. Nor is this situation unique to our library, especially with regard to circulation. The investigation of their functional relationships should follow two lines. First, the analysis should answer the question: can the work of these two units be more closely related if not combined? Once this issue is addressed, the analysis should determine whether these functions can be coordinated with the work of the reorganized reference function in order to bring the whole public services area into a more organic relationship. The process of investigation should consider the problems created by the physical arrangement of work units, duplications of work, and whether some of their present functions properly belong in

Public Services at all.

Tentative solutions to resolve these problems are: unifying the circulation record while keeping circulation decisions re AV, Caroliniana, periodicals, and reference in the appropriate areas; physically unite Reserve Reading and Circulation; and/or assign members of Reserve Reading and Circulation units to reference desk time.

SUBJECT PRINCIPLE AND THE DEPARTMENTS

The subject principle offers certain advantages by providing a basis for library personnel growth, a closer working relationship between the two library departments, and a rational principle relating the library to the University community. The faculty in a given area would be well acquainted with a library faculty member who would coordinate and assist in selection. The library would fill its positions with subject specialists and enhance its standing in the University community. The library faculty presently here would be given an opportunity for personal development by becoming a subject specialist through experience, if not through advanced education. They would grow professionally through the experience of selection, collection development, and cataloging monographs, serials, and non-print materials. Some advantages of the subject specialist organization would be to allow:

1. the development of a collegial system in which no faculty member acts as a supervisor.

2. the provision of a broader base for the evaluation of work for promotion and tenure.

3. the processing of all forms of materials to continue regardless of personnel vacancies.

4. the coordination of materials selection to return to the library.

5. for personnel increases as the volume of work requires further division of subject specialities.

6. subject specialists to become more involved in academic departments and thus make them aware of changes in curriculum or subject emphasis.

CHAIRPERSONS

The chairpersons of the two departments will have pivotal roles in

the new organization and they should demonstrate the qualities described for the coordinators. Like the coordinators, they will offer advice and consultation. From the foundation developed in the Interim Period, the chairpersons will have established roles in the collegial structure of the library and University.

Eligibility and Salary--All library faculty members are eligible to serve as chairperson in their department. The precedent of establishing a special stipend for chairpersons in the UNCC Chemistry Department should be given serious consideration for library department chairpersons. This procedure brings a number of advantages since the special remuneration is vested in the position of chairperson not in an individual faculty member. Among these are: more flexibility in the number of terms of service; easier rotation of the position within the department; and the basis for making a search for a chairperson from outside the library when there is a vacancy or new position within the department concomitant with the end of the chairperson's term.

Term--The chairperson will serve a term of three years which is renewable with the approval of the department, Director, and Chancellor. No appointment is permanent nor does the position of chairperson rotate. Chairpersons should inform their department and the Director at least six months in advance of the end of their term whether they wish to serve another term or not. In extraordinary situations it may be necessary to review and remove a chairperson prior to the expiration of the term of office.

Procedures for Selection--Formalized collegial procedures for the selection, review and removal of chairpersons should be developed during the Interim Period. Modes of selection could take the forms of a single department operating under parliamentary procedures, as a committee of the whole, or appointment of a search committee consisting of faculty and support employees. Whatever method is selected, every effort should be made in the department to agree on the choice for chairperson.

Each department should recommend to the Director a candidate or candidates for the position of chairperson. The Director will concur or dissent in the selection, and if more than one candidate is recommended, he will decide between them and forward his recommendation to the Chancellor for review and approval. If the Director dissents, he should make an effort to obtain a consensus with the department. If a consensus cannot be reached, the recommendations of both the Director, with his rationale, and the department should be forwarded to the Chancellor for appointment.

ADMINISTRATIVE OFFICERS

In the context of the proposed organization, administrative roles will be different than they are presently in the hierarchical structure since this type of authority does not conform to the participative scheme. There are, however, some tasks which are the province of the administrative officers and should be divided between them. These should be clearly defined, in writing, and known to the entire staff. The responsibility for specific administrative tasks must also carry with it the decision-making authority. The Director, as final authority, must be prepared to assume the added role of mediator when decisions reached by the Assistant Director require arbitration.

A number of possible administrative configurations exist. For instance, the director and assistant director could function as dean and assistant dean or university librarian and assistant for administration. The exact relationships the two positions will have, their titles, and the necessary adjustments with regard to the state will be worked out as an important part of the reorganization. All administrative functions must be analyzed along with other library functions. It is, nevertheless, possible to suggest a number of functions for which the two positions will be responsible in relation to the departments and the library itself:

Director

1. final legal responsibility for library operations.

2. primus inter pares in the collegial structure.

3. budgetary overview of library operations.

4. responsibility for external library operations, e.g., liason with UNCC and UNC administrative units and with other libraries; and performance of the public relations function, encompassing ceremonial activities, cultivating donors, organizing "Friends," and the like.

5. coordination and administration of long-range planning, evaluation and analysis of library systems in consultation with library faculty.

6. resource person for the Assistant Director and departments in areas of special competence and activities.

7. compilation of the annual report.

Assistant Director

1. reports to and briefs the Director concerning the on-going process of administration within the library and provides liason and input.

2. serves as a resource person to the departments by gathering and amalgamating data on departmental operations.

3. assists in the organization of annual report.

4. coordinates and plans management seminars, workshops, and training sessions.

5. assists in implementation of library plans.

6. informs the departments of library problems perceived through coordinating duties within the library, and through contact with the library's public or UNCC and UNC administration.

7. facilitates and coordinates internal library operations with departmental chairpersons.

LIBRARY ORGANIZATIONS

The Library Faculty--The librarians at UNCC have organized themselves in a collegial body, the UNCC Library Faculty. Their bylaws provide for self-governance, professional development, hiring, peer evaluation for promotion and tenure, appeals, and representation to campus faculty organizations. The participative scheme for organizing the whole library conforms well to the philosophy, spirit, and purpose of the collegial faculty governance system by expanding the application of its principles to the entire library staff.

The most important issue, however, is what role the library faculty will play in the new organization. This is best expressed in Article III of the "Bylaws of the UNCC Library Faculty."

> The Library Faculty shall exercise such authority as is granted to it by the Laws of the State and of the University in all matters relating to library resources and services and to the appointment and conditions of service of Library faculty members.
>
> The purpose of the Library Faculty shall be to recommend

goals, objectives, and policies for the Library and to advise the Director and the University Administration on the achievement thereof. The Library Faculty shall further endeavor to communicate to the appropriate bodies or officials the collective views of the Library Faculty on matters of University policy.

Support Employees Association--This organization is open to any employee of the library subject to the State Personnel Act. The Association resulted from a desire "to promote self-esteem among its members, to establish pride in the members' role in the University community, and to encourage excellence in services rendered to the University."

In the restructured organizational scheme, the SEA will serve as a vehicle by which support employees may come together to discuss problems of mutual concern and share ideas and information. The Support Employees Association is the appropriate organization to formulate evaluation procedures for the support employees in the new organizational scheme.

The SEA will also:

1. represent the views of its members;

2. serve as a forum to discuss and seek solutions to problems;

3. provide channels of communication;

4. seek participation in policy-making.

Library Council--In the proposed participative organization, the regular meetings of the Library Faculty and Department Heads are no longer appropriate. However, to ensure that its functions are continued, a Library Council should be formed as a replacement. The Library Council will be composed of the Executive Boards of the Support Employees Association and the Library Faculty and the chairpersons of both departments who would meet regularly with the Director and Assistant Director.